



UNIVERSITY OF TORONTO
UNIVERSITY EXTENSION

Business and Industry

SESSION 1964 - 65



Business and Industry

SESSION 1964 - 1965

UNIVERSITY OF TORONTO PRESS
1964

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1964-1965

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GENERAL INFORMATION

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J. G. Beresford, B.SCS., M.B.A.
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J. C. G. Templeton, Ph.D.
W. L. S. Trivett, B.Com., LL.B.
Mrs. Helen Tucker, A.B., A.R.C.T.
T. H. Thomson, B.A.Sc., M.B.A.

BUSINESS AND INDUSTRY SECTION

PURPOSE

The principal purpose of the Business and Industry Section of the Division of University Extension is to provide an educational programme of two types of subjects:

- (a) Those dealing with basic principles which are fundamental to business
- (b) A number of "applied" subjects the nature of which frequently changes depending upon the needs of the candidates.

Subjects offered under category (a) above are usually given in a series of 20 lectures each. The lectures are conducted on a discussion-seminar basis and limited in class size. Outside reading is encouraged as well as class discussion. Some subjects are more advanced than others, and admission to these requires prior participation in basic courses. By careful planning it is possible to take an integrated programme over a period of years. Written tests are offered to students who wish to take them, but this is not obligatory.

Generally speaking the subjects referred to under category (b) above are lecture courses, consisting of a separate lecture each evening. As has been suggested, these are "information-giving" in an attempt to meet the current needs of a particular section of the business community. We are greatly assisted in many of these courses by the efforts of the co-sponsoring associations and institutes.

In summary, this programme of studies attempts to provide an opportunity to learn the "why" of things rather than the "how," the fundamental principles rather than the specialized detailed practice. The subjects are taught by a group of lecturers drawn from the University and the Business Community who have broad experience in the practical application of their particular subject.

REGISTRATION

Students enrol by completing the application for admission on page 31 of this booklet, making the cheque or money order payable at par to:

UNIVERSITY OF TORONTO

Individual application and payment is required from every student for each course. Students are encouraged to enrol by mail or in person at the Division of University Extension, Room 201, 84 Queen's Park, Toronto 5, from 9 a.m. to 5 p.m. daily except Saturdays.

EVENING REGISTRATION AND COUNSELLING will be held in the Wallberg Building (corner of St. George and College Streets), on the following evenings:

Monday, September 14	7:30-9:00 p.m.
Monday, September 21	7:30-9:00 p.m.
Wednesday, September 23	7:30-9:00 p.m.

FEES

Tuition fees are payable in advance.

Students are encouraged to enrol by mail, or in person at the Division of University Extension, Room 201, 84 Queen's Park, Toronto 5, from 9 a.m. to 5 p.m., daily except Saturdays.

ADMIT-TO-LECTURE CARD

When a student enrolls in a course he receives a numbered receipt which is his admit-to-lecture card. This card must be shown at each lecture before entering the classroom.

COURSE ENROLMENT

Last day for enrolment for subjects starting in the Fall Term—SEPTEMBER 30. Lectures begin the week of October 5. Winter term lectures begin the week of January 4.

In many classes enrolment is limited to 50 students. If more than this number register for a class, an effort is made to organize an additional class. A second class will not be offered, however, until a minimum of 25 students has been accepted.

REFUNDS AND WITHDRAWALS

A student is held responsible for all courses in which he registers, unless he officially withdraws. Ceasing to attend a class does *not* constitute official withdrawal. Refunds will be considered *only* if they are requested in writing before the *second* lecture of the course is given. Allowances cannot be made for a change of personal plans or for additional commitments which a student may accept after arranging his course schedule.

Because of the cost of making adjustments, a charge of \$5.00 is made for each refund. REQUESTS FOR REFUNDS MUST BE IN WRITING AND BE ACCOMPANIED BY ADMIT-TO-LECTURE CARDS.

REQUIREMENTS AND RECOGNITION

Unless otherwise indicated, there are no academic requirements. In the case of some subjects, applicants are asked to send with their application a brief résumé of experience so that we may assist the student to enter the appropriate class.

IT IS NO LONGER POSSIBLE FOR THE DIVISION TO ISSUE LETTERS STATING THAT AN INDIVIDUAL STUDENT WAS REGISTERED IN A PARTICULAR COURSE, OR ATTENDED A COURSE. Optional tests are offered, however, in many classes. *The Division will issue a letter of recognition based on the lecturer's appraisal of the student's progress for those students who exercise this option.*

The courses offered in the Business and Industry section do not lead to a diploma or degree.

All courses are subject to change as to the time and place before the beginning of the term. Students will be notified of any changes.

PARKING

Students are urged to use public transportation. A parking fee of 50c is charged for parking facilities on the main campus. A fee of 25c is charged in the parking lots on Huron, Russell and Willcocks Streets.

DESCRIPTION OF COURSES

ACCOUNTING COURSES:

These accounting courses are intended for men and women who seek a general understanding of the accountant's role and responsibilities. Anyone who wishes to become a bookkeeper or to study elementary accounting methods in detail, will find more appropriate courses elsewhere. Those who desire intensive study in accounting should communicate with the professional accounting organizations.

Accounting—Budgetary Controls

Lecturer: W. G. Peaker

Ten lectures on Monday evenings at 6:00 in Room 254, Mechanical Building, beginning October 19. Fee: \$20.00

The course will include the study of the nature and purpose of budgets; benefits to be gained and disadvantages to be avoided; types of budgets to include sales or revenue, purchases or production costs, selling expenses, general and administrative expenses, other expenses, cash budgets, capital expenditures, preparation of budgets including delegation of responsibility and organization; analysis of the budget and comparisons; and case studies.

Accounting—Financial Statement Analysis

Lecturer: K. H. C. Laundry

Twenty lectures on Monday evenings at 6:00 in Room 420, Galbraith Building, beginning October 19. Fee: \$40.00

The purpose of this course is to give those businessmen who have some knowledge of accounting a greater understanding of the problems involved in the reporting and analysis of financial information. The following topics will be discussed:

- Generally accepted accounting principles of asset valuation and income measurement

- Assumptions underlying the financial statements

- Composition of financial statements

- Limitations of financial statements

- Form, content and legal requirements of the balance sheet, statement of profit and loss and surplus statement

- Reporting of financial information by Canadian Public Companies

- Methods used to analyze balance sheets and statements of profit and loss

- Problems involved in price level changes.

Accounting—Fundamentals for Non-Financial Managers

Lecturer: W. A. R. MacFadden

Twenty lectures on Tuesday evenings at 6:00 in Room 123, Wallberg Building, beginning October 13. Fee: \$40.00

Many managers have reached their present positions in business without having had actual experience in accounting. This course is designed specifically to convey fundamental concepts, principles and practices of finance and accounting to operating managers. The course begins with a few sessions on the basic principles of bookkeeping and accounting and goes on to review financial statement analysis, cost accounting and methods of finance. The lecture-discussion method concentrates on the influence which these financial and accounting concepts have on the interpretation of results, planning, and their influence on decision making.

The class will be limited to 50 students.

Administrative Practices

Lecturer: Russell J. Porter

Twenty lectures on Wednesday evenings at 6:00 in Room 116, Galbraith Building, beginning October 14.

Fee: \$40.00

The function of the administrator and the general nature of administration are the major subjects to be studied in this course. The practical reality involved in day-to-day planning, policy-making and control will be examined in the light of up-to-date theoretical knowledge of the administrative process.

This is a seminar-type course hence the emphasis will be on class discussion. Cases, films and an extensive reading list will help to provide background for what is hoped will be vigorous discussion.

Practical experience in administration at a decision-making level is a prerequisite for admission to the course.

Students are required to submit a brief résumé of experience with application forms.

The class will be limited to 35 students.

Business Administration

Lecturer: W. A. Dimma

Twenty lectures on Tuesday evenings at 6:00 in Room 252, Mechanical Building, beginning October 13.

Fee: \$40.00

This course, divided into the four general areas of Production, Marketing, Accounting and Finance, and General Management, will deal with a wide range of business activities. In twenty, two-hour sessions, the lecturer will survey many phases of business rather than select fewer topics and treat them more exhaustively. For this reason, admission to this programme presupposes some general knowledge of business, including at least two years of practical experience. It is recommended that applicants have completed successfully Grade XIII or equivalent, although exceptions will be made for those with more than five years of business experience.

Business Law

Lecturer: W. L. S. Trivett

Twenty lectures on Thursday evenings at 7:30 in Room 155, Lash Miller Building, beginning October 15.

Fee: \$40.00

The lectures in this course will be aimed at counselling an average businessman. Included in the topics which will be dealt with are:

The making of contracts
Buying, selling and mortgaging real estate
Municipal laws, zoning and assessment
Corporation and income tax
Sole enterprise, partnership and corporation law including manner of
incorporation, organization, share structure and duties of directors
Financing the business enterprise
Credit buying and collection of debts.

The course is designed to be practical and informative, but not a substitute for legal advice. Students will be given sources of information and projects will be assigned to them.

The class will be limited to 50 students.

Communications in Business—Written *Lecturer: R. N. Beattie*
Twenty lectures on Thursday evenings at 7:30 in Room 116,
School of Nursing, beginning October 15. Fee: \$40.00

This course is designed for supervisors who are required to write letters, memoranda, reports, instructions and other business communications. The planning and writing of these is the principal subject of discussion and practice, although the course does include some review of English grammar, usage and composition.

The class is limited to 25 students.

TEXT: Robert L. Shurter, Ph.D., "Written Communication in Business."

Concepts in Management Science *Lecturer: D. J. Clough*
Twenty lectures on Tuesday evenings at 7:30 in Room 319,
Galbraith Building, beginning October 13. Fee: \$40.00

This course integrates many important aspects of management science, emphasizing the contributions of the physical and behavioural sciences, engineering, economics and mathematics.

From the historical development of classical management principles, the course traces the applications of social psychology, decision theory, feedback control, and organization theory to the contemporary problems of decision-making and leadership.

Continuing with an evaluation of relevant economic concepts as bases for both qualitative and quantitative analyses, there are detailed discussions of competitive structure, demand analysis, production activity analysis, and the interaction of pricing, promotion and product-line strategies.

The power, scope and limitations of mathematical models in management science are portrayed through discussions of various applications.

The course is clearly designed to give a broad survey of a new and rapidly developing field.

Economics—An Introduction *Lecturer: J. I. McDonald*
Twenty-five lectures on Monday evenings at 8:00 in Room 420,
Galbraith Building, beginning October 19. Fee: \$50.00

The elements of economic theory will be developed and illustrated with reference to contemporary economic problems. Lectures will include discussion of the following topics:

- Price Theory and Applications
- Money and Banking
- National Income
- Business Cycles and Economic Growth
- International Trade.

The class will be limited to 40 students.

Economics—Canada and The World Economy

Lecturer: H. I. Macdonald

Sixteen lectures on Monday evenings at 6:00 in Room 101, School of Nursing, beginning October 19. Fee: \$30.00

This course is designed to outline the theory and practice of international trade, foreign investment and foreign exchange in the world economy. It will examine the development of world trade, international agencies, and new institutions such as the European Common Market. Attention will be concentrated on the position of Canada in the world economy and her current problems. Some familiarity with the general background of Economics such as that offered in "Economics—An Introduction", will be helpful.

1. The Evolution of the World Economy
2. The Basis of Free Trade
3. The Arguments for Tariff Protection
4. The Gold Standard and the Inter-War Years
5. Foreign Exchange and the Foreign Exchange Rate:
 - (a) free exchange rates
 - (b) controlled exchange rates
6. The Balance-of-Payments:
 - (a) meaning and contents
 - (b) Canada
 - (c) the process of adjustment
7. Foreign Trade and Economic Growth
8. Canadian Commercial Policy
9. Foreign Investment:
 - (a) the theory and meaning
 - (b) the Canadian experience
 - (c) particular Canadian problems
10. The European Common Market and European Free Trade Association
11. International Organizations: the IMF, IBRD, GATT
12. The United States and the World Economy: Trade and Development.

SUGGESTED READING: P. T. Ellsworth— *The International Economy* Third Edition: Macmillan.

Money and Banking

Lecturer: E. P. Neufeld

Twenty lectures on Monday evenings at 7:30 p.m. in Room 1087, Sidney Smith Hall, beginning October 19.

Fee: \$40.00

The purpose of this course is to outline and discuss with the group the theory of money, banking and the capital market, paying some attention to the Report of the Royal Commission on Banking and Finance. Also included will be some discussion of the relationship between monetary policy and the level of economic activity. In addition, concepts of efficiency in the operation of the various capital market institutions will be discussed, together with various problems of the Canadian Capital Market.

Specific attention will be paid to the relationship between the Bank of Canada and the money market.

The class will be limited to 50 students.

Effective Speech in Business

Lecturer: Mrs. Helen Tucker

Twenty lectures on Wednesday evenings at 7:30 in Room 104, School of Nursing, beginning October 14.

Fee: \$40.00

Men and women in business today must be constantly alert to change, in themselves and in employment opportunities. Training in speech communications enables one to react with greater ease and skill to new situations. Most people require some basic training in voice production, clarity of expression and use of language appropriate to different types of people. This is provided in the introductory course. In the second term exercises are given for "thinking on one's feet," and students practise writing and delivering various kinds of speeches and conducting meetings.

The class is limited to 30 students. A letter should accompany the application and should state the candidate's interest in and qualifications for the course.

Geography of Populations

Lecturer: W. G. Dean

Twenty lectures on Tuesday evenings at 7:30 in Room 248, Galbraith Building, beginning October 13.

Fee: \$40.00

This course offers a survey of population distributions. Cultural variations and how these influence different uses of physical resources throughout the world are discussed. In addition particular emphasis is placed on the functions of cities, manufacturing regions, transportation and world trade. The course concludes with an analysis of the factors of population distribution.

Government and Business: Points of Conflict

Lecturer: H. Whalen

Ten lectures on Wednesday evenings at 7:30 in Room 248, Galbraith Building, beginning October 14.

Fee: \$20.00

The purpose of these lectures is to examine some of the more important areas of Canadian public policy. Attention is focused on issues where the

national interest and that of the business community tend to come into conflict. Topics to be discussed include various national problems, government regulation of certain industries, economic development and employment programmes, public ownership problems, labour legislation, anti-monopoly policy, and combines investigation, monetary controls, defense programmes, and welfare legislation.

In order to illustrate concretely the nature of these conflicts, suitable cases will be examined during the lectures. Some of the more important devices used to secure compromise solutions in Canadian conflicts will be described.

TEXT for recommended reading: DEUTSCH, KEIRSTEAD, LEVITT AND WILL—*The Canadian Economy, Selected Readings*—Macmillan Company of Canada, 1961 (paperback).

Finance—Corporation

Lecturer: Robert Anderson

Twenty lectures on Wednesday evenings at 7:30 in Room 103, School of Nursing, beginning October 14.

Fee: \$40.00

This course deals with the problems faced by the manager responsible for the finance function in a corporation, although the principles involved can be applied to other forms of business organization.

Funds must be raised on the best possible terms. Various sources available to the corporation and their explicit and implicit terms are examined, e.g. common stocks, preferred stocks, bonds, loans and internal sources. Simultaneously as funds are available they must be applied as profitably as possible. Assuring a steady flow of funds through the corporation while maximizing profit is the responsibility of the financial manager.

The approach will be a combination of theoretical and practical with ample class participation.

An introductory knowledge of accounting and financial statement analysis, although not necessary, would be an asset.

TEXTS:

1. HUNT, WILLIAMS AND DONALDSON—*Basic Business Finance*, Irwin, Revised Edition.
2. VANDEL AND COLEMAN—*Case Problems in Finance*, Irwin, Fourth Edition.

Finance—Personal

Lecturer: M. Archer

Ten lectures on Thursday evenings at 6:00 in Room 308, Galbraith Building, beginning October 15.

Fee: \$20.00

In this course the basic problems of personal finance are examined and discussed:

1. The planning and control of household finances.
2. Borrowing—the various sources and the cost of borrowing.
3. The various investment opportunities for surplus funds.
4. Insurance—types of personal insurance; life insurance as an investment.
5. Investing in stocks; share analysis; mutual funds.

6. The stockbroker's office; the trading process; the Toronto Stock Exchange; the Over-The-Counter-Market.
 7. Investing in the bond market.
 8. Real estate—buying and renting a home; income-producing properties.
 9. Purchasing real estate; property appraisal.
 10. Estate planning; retirement funds.
- The class will be limited to 35 students.

High Speed Data Processing *Course Director: J. N. P. Hume*

Lecturer: Leslie Mezei

Twenty lectures on Thursday evenings at 7:30 in Room 120, Galbraith Building, beginning October 15. Fee: \$50.00

This introduction to modern high-speed data processing systems provides a general background on the uses of stored programme electronic data processors in business problems. It is divided into three approximately equal sections:

data processing systems
coding and programming
applications.

The section on systems is a study of the components and principles of electronic data processors. The section on coding and programming introduces terminology and new ideas through a few simple problems. The last section is about the application of these new methods to insurance, inventory control, accounting, production scheduling, etc. Throughout the course a special effort is made to concentrate on methods which are generally valid on modern machines. The course terminates with a symposium, in which representatives of manufacturing and other organizations active in this field in Canada are invited to participate.

Applicants need not have specialized knowledge of mathematics nor any knowledge of electronics. They should, however, have some interest and experience in a field where the handling of numerical data is important, such as accounting, banking, business management, investment financing or insurance.

This class is limited to 100 students.

Human Organizations and Computers *Lecturer: R. C. Joyner*

Twenty lectures on Tuesday evenings at 6:00 in Room 116, Galbraith Building, beginning October 13. Fee: \$40.00

The human relations philosophy has proposed decentralization and participative management as the solutions to human problems associated with size, change, complexity and mechanization in business, government and industry. Recent developments in computer technology indicate that its greatest impact will be on middle and top management—rather than on clerical and hourly rated persons—and that its implications for human organization may be opposite to those dictated by human relations. In this seminar the relevant human relations research and advances in computer technology will

first be described. This will be followed by a consideration of the behavioural implications of the latter for large human organizations.

This seminar should be of particular interest to line management and industrial engineers.

Human Relations and Human Organization

Lecturer: T. Mallinson

Twenty lectures on Wednesday evenings at 7:30 in Room 314, Galbraith Building, beginning October 14. Fee: \$40.00

The purpose of the course is to further our understanding of the interdependence of human relationships and human organizations, and to develop a greater awareness of the causes of behaviour (whether individual or group). Such understanding can develop best from learning situations in which people participate in analyzing common experiences, and where they can experiment with new ways of looking at problems and working with others. Consequently, while some lecture and demonstration materials will be offered, the major attempt of this course will be to improve our abilities to analyze and apply present knowledge and experience by practising and observing various approaches to human situations in a "learning" framework.

The course is limited to 25 students.

Industrial Management

Lecturer: W. T. Nutson

Twenty lectures on Thursday evenings at 7:30 in Room 128, Mining Building, beginning October 15. Fee: \$40.00

This course, a study of the principles and techniques of management with emphasis on industrial engineering, recognizes the increasing interest of industry in scientific management. It should be of interest to persons working either in line or staff positions. The different functions of departmental management as they apply in a manufacturing organization are considered. The techniques of scientific management are explained and case problems will be discussed, to indicate their application.

The class will be limited to 50 students.

TEXT: HAYNES AND MASSIE—*Management Analysis, etc.*, Prentice-Hall.

Marketing IA

Lecturer: G. H. Lennard

Twenty lectures on Wednesday evenings at 7:30 in Room 1033, Wallberg Building, beginning October 14. Fee: \$40.00

An introduction to Marketing is intended to develop an appreciation of the types of management problems that an executive encounters in relation to the marketing functions. The major external forces that influence marketing decisions will be considered during the first half of the course. The remainder of the course will consider the need for a properly balanced program through which consumer demands are satisfied and the firm's objectives are accomplished.

Marketing IB

Lecturer: T. H. Thomson

Twenty lectures on Monday evenings at 7:30 in Room 319, Galbraith Building, beginning October 19. Fee: \$40.00

An introduction to Marketing is intended to develop an appreciation of the types of management problems that an executive encounters in relation to the marketing functions. The major external forces that influence marketing decisions will be considered during the first half of the course. The remainder of the course will consider the need for a properly balanced program through which consumer demands are satisfied and firm's objectives are accomplished.

Marketing II

Lecturers: David Ferguson, Ross Johnson

Twenty lectures on Thursday evenings at 7:30 in Room 102, Mechanical Building, beginning October 15. Fee: \$40.00

Marketing II is an advanced seminar course concerned with the development of marketing objectives and policies with particular emphasis on the economic and social structure of the Canadian market. Lectures and discussions will be used to examine the various elements of marketing merchandising, advertising, distribution, and sales management, and major attention will be given to marketing research including general economic and sales forecasting.

The student is expected to be familiar with the basic marketing principles covered in Marketing I so that this knowledge can be applied both to the examination of overall marketing policy and the study of the interrelationship between marketing and other functions of the business organization.

Actual case material and other assignments will be presented requiring home preparation and active participation during the course.

The course will be limited to 100 students.

Managerial Mathematics

Lecturer: J. C. G. Templeton

Twenty lectures on Tuesday evenings at 6:00 in Room 403, Galbraith Building, beginning October 13. Fee: \$40.00

In recognition of the increasing importance of mathematical analysis of management problems, this course provides an introduction to matrix algebra and mathematical programming. Students will be expected to have completed Grade XIII mathematics.

The basis of the course will be a *programmed learning* text which will be supplemented by some class discussion and further practical examples. This course will be of interest to staff or line personnel, concerned with such areas as production control, purchasing, industrial engineering, operations analysis or systems analysis, or others wishing to learn the terminology and potential application of matrix algebra and linear programming.

The TEMAC text material "Temac Management Decision-Making" is required for the course.

Office Management—Introductory

Lecturer: J. Duffin

Ten lectures on Tuesday evenings at 7:30 in Room 221, Galbraith Building, beginning October 13.

Fee: \$20.00

This introductory course will appeal to the general supervisor or to men and women who are attracted to Office Management as a career. Also newly appointed Office Managers who have limited formal training may find useful the background information available in the course.

The content covered during the 10 evenings will be of a basic nature. There will be ample time for the discussion of problems.

Among the topics to be discussed are the following:

- The Office Manager's function and responsibilities

- Organization and Methods

- Personnel Selection and Training

- Communications and Records

- Standardization of Office Operations

The class will be limited to 40 students.

Personnel Administration—An Introduction

Lecturer: R. N. Frizell

Twenty lectures on Monday evenings at 7:30 in Room 414, Galbraith Building, beginning October 19.

Fee: \$40.00

This course should prove useful to individuals who have just entered or are interested in entering the personnel field. Also, for individuals in supervisory positions, the course will provide an appreciation of the personnel department's role in a business organization.

As an introduction to the field of Personnel Administration, the course covers the major personnel activities by means of lectures, class discussions and analysis of case studies.

Topics to be covered include:

- The relationship of the personnel function to the rest of the organization.

- The contribution of the social sciences and human relations studies to personnel administration.

- The personnel administrator's job in manning the operation—recruitment, selection, and placement.

- Evaluating jobs and personnel—wage and salary administration.

- Training and developing people.

- Communication skills—interviewing and counselling; the nature of discipline.

- Current labour relations problems and trends.

The class will be limited to 50 students.

Personnel Administration—Advanced *Lecturer: J. B. Grant*
Twenty lectures on Wednesday evenings at 7:30 in Room 216,
Galbraith Building, beginning October 13. Fee: \$40.00

This course is limited to those people who are presently engaged in full-time personnel work. The work of the supervisor, manager and personnel administrator will be examined in the light of what social science has discovered about the nature of people and the most pressing problems that business has when dealing with its human resources. Some of the present practices will be discussed and evaluated as methods available to business people.

Personnel Administration—Interviewing and Counselling
Lecturer: J. C. Chisholm
Twenty lectures on Wednesday evenings at 8:00 in Room 116,
Galbraith Building, beginning October 14. Fee: \$40.00

There is considerable agreement that good management depends to a large extent on the character and degree of communication between supervisor and subordinate.

This course is offered to those who are interested in learning to improve their interviewing skills. While it may be of interest to staff persons, it will be of particular interest to managers and supervisors.

The word "interviewing" has been associated almost entirely with the employment interview. In this course various types of interviews will be covered, i.e. counselling interviews, promotion interviews, corrective interviews, employee opinion interviews, appraisal interviews and exit interviews.

In the interview training the emphasis will be on observation, practice, critical review and discussion of practical experience.

Students are required to submit a brief resume of their experience with application forms.

The class will be limited to 30 students.

TEXT: KAHN AND CANNELL—*The Dynamics of Interviewing*, J. Wiley & Sons.

Personnel Administration—Labour Relations
Lecturer: J. G. Betts
Twenty lectures on Tuesday evenings at 7:30 in Room 414,
Mechanical Building, beginning October 13. Fee: \$40.00

This course is primarily for people in industry who now carry responsibility for decisions in personnel administration, particularly where collective bargaining is a factor.

It deals with the laws, history, principles and techniques involved in the negotiation and administration of collective agreements and the human relations situations arising therefrom.

TEXT: SCHLICHTER, HEALY AND LIVERNASH—*The Impact of Collective Bargaining on Management*—Brookings Institution.

Personnel Administration—Training

Lecturer: J. L. Sukloff

Twenty lectures on Wednesday evenings at 8:00 in Room 319, Galbraith Building, beginning October 14. Fee: \$40.00

This course is specifically designed for those who wish to know and make use of the latest knowledge and techniques in training employees and in developing supervisors and managers to meet today's business and industrial needs.

Emphasis is placed on the value of training programmes and their practical use in solving the day-to-day and long-range operating problems of an organization.

The course provides an opportunity for people carrying personnel responsibilities or in line management positions to study programmes in effect in other companies and to learn more about

1. Organization Planning
2. Determining Training Needs
3. How People Learn
4. Teaching Techniques
5. The Art of Questioning
6. On the Job Training
7. Supervisory Training
8. Management Development.

Production Management

Lecturer: J. G. Beresford

Twenty lectures on Monday evenings at 7:30 in Room 116, Wallberg Building, beginning October 19. Fee: \$40.00

This course deals primarily with the functions of Production Management, stressing the activities of planning, organization, and control. Emphasis will be placed on the principles and methods of analysis applicable to the solution of problems of the production function within the industrial enterprise. While the course develops the principles and concepts of Production Management, it does not provide a detailed study of the techniques used in the application of these principles.

Topics discussed include:

- Production planning and control
- Network planning
- Method study and work standards
- Job evaluation and wage determination.

TEXT: OWENS—*Management of Industrial Enterprises*, Irwin, Revised Edition.

Psychology in Industry—Introduction

Lecturer: J. A. Wainwright

Twenty lectures on Wednesday evenings at 7:30 in Room 220, Galbraith Building, beginning October 14. Fee: \$40.00

Psychology has developed many understandings of human behaviour that can be productively applied to business and industry.

This course deals with the application of the principles of psychology to business and industrial situations. Areas dealt with include the application of psychology to employee motivation and attitudes, selection and placement, employee appraisal and promotion, training and development, and the effective use of psychological tests in business and industry.

Discussion of these areas of application will include consideration of such topics as absenteeism, labour turnover, work groups and informal organization, communication and leadership.

Small Business Organization and Management—A

Lecturer: S. G. Hennessey

Twenty lectures on Wednesday evenings at 6:00 in Room 1088, Sidney Smith Hall, beginning October 14. Fee: \$40.00

This series of meetings is intended for men and women who direct the affairs of small businesses. Such people are often unable to benefit from the experience and knowledge of close associates. They cannot draw easily on the specialized understanding and skill which are available in large enterprises. The purpose of these meetings is to assist them in overcoming some of these difficulties.

For this course, the term "small business", is intended to include business units having fifteen employees or more, and at least three of the following characteristics:

1. Management makes decisions without superior external direction
2. Capital is supplied by an individual or a small group
3. Area of operations is mainly local
4. Relative size—the business is not one of the biggest in the industry.

Meetings will take the form of lecture-discussions. Current problems and situations will be examined. Members will have the maximum possible opportunity to participate and each is expected to contribute to the discussion at appropriate times.

Applicants are required to submit a brief résumé of experience with the application form.

The class will be limited to 35 students.

Small Business Organization and Management—B

Lecturer: R. J. Rooks

Ten lectures on Tuesday evenings at 6:00 in Room 1088, Sidney Smith Hall, beginning October 13. Fee: \$20.00

This course is intended for those contemplating the establishment of a small business. It will cover such topics as the selection of a business in which to invest, financing, marketing considerations, management controls, and general discussion of the problems inherent in the operation of a small business.

Meetings will take the form of lecture-discussions with ample opportunity for participation by class members.

Statistical Methods

Lecturer: B. Bernholtz

Twenty lectures on Tuesday evenings at 7:30 in Room 101,
School of Nursing, beginning October 13.

Fee: \$40.00

This is an introductory course in Statistical Methods and their application to the collection and analysis of data. While the underlying theoretical concepts will be discussed, mathematical derivations will be omitted. Topics which will be covered are:

- Frequency distributions
- Averages and measures of variability
- Tests of significance
- Confidence intervals
- Analysis of variance
- Regression and correlation
- Frequency data and contingency tables
- Elementary Methods for analyzing time series.

No mathematics beyond high school algebra is required.

The class will be limited to 50 students.

Taxation—Personal and Corporate *Lecturer:* J. R. Hutchinson

Twenty-five lectures on Wednesday evenings at 7:30 in Room 116,
School of Nursing, beginning October 14.

Fee: \$50.00

Tax law will often determine whether or not a business venture is feasible. The tax law itself sometimes creates business opportunities. This course is designed to give the executive an understanding of those aspects of taxation which will frequently confront him when making business decisions. Typical items covered are: amalgamations, depreciation policy, sales tax, dividend policy, etc.

As well as executives, this course should be of particular interest to trust company trainees and life underwriters. It should also be useful to chartered accountants and lawyers who received their training outside Canada and who wish to become familiar with Canadian tax law.

The general plan will be to outline the relevant tax regulations covering a given topic, to give illustrative examples and to discuss the implications of the regulations. In addition to acquiring an appreciation of existing tax law, it is intended that the executive will become familiar with the sources of information covering present and future regulations.

The major course topics are listed below:

1. Corporation Income Tax
2. Depreciation
3. Arms Length Transaction
4. Purchase and Sale, Amalgamation of Businesses
5. Stock Options, Pension Plans, Profit Sharing Plans
6. Provincial Taxation
7. Capital Gains
8. Gift Tax
9. Succession Duties and the new Estate Duty Act
10. Trends in Taxation

The class will be limited to 50 students.

Techniques of Operations Research

Course Director: H. V. Fullerton

Lecturers: Mrs. J. B. Medcof,

H. A. J. Allen,

D. Maclachlan

Twenty lectures on Thursday evenings at 7:30 in Room 204,
Galbraith Building, beginning October 15. Fee: \$40.00

This course is intended to provide a working knowledge of some of the principal techniques of operations research. It should give future practitioners a basis from which to continue their own development towards technical competence in operations research; but it cannot be extensive enough to provide this competence in the time available. The treatment will, however, be considerably more intensive than usually given in single-lecture survey courses, and will require an understanding of mathematical symbolism.

Four techniques of operations research will be described by lecturers with practical experience in operations research. The emphasis will be on the concepts underlying each technique and on methods of applying it to business and industrial problems, and not on rigorous mathematical derivations of the theoretical formulae.

ENGINEERING COURSES

Computer Programming and Analysis for Engineers

Lecturer: A. Hewitt

Twenty-five lectures on Tuesday evenings at 7:30 in Room 2135,
Sidney Smith Hall, beginning October 13.

Fee: \$55.00 (Includes examination fee)

This course covers scientific programming language and technique including programme analysis, logic diagramming, coding, debugging and documentation.

Examples of various applications are explored. Each student will be assigned a problem in his own area of interest to be carried through final Computer compilation.

Other topics touched on will include: History of Computers from their internal organization and design, Symbolic logic, Data processing and latest developments in computer language and application.

An Introduction To Solid State Physics

Lecturer: R. L. Armstrong

Twenty-five lectures on Monday evenings at 6:00 in Room 305,
Galbraith Building, beginning October 19. Fee: \$55.00

The first part of the course will provide an introduction to those concepts of modern physics which form the basis of solid state theory. This includes discussions of the quantum theory and statistical mechanics. The second part will utilize the basic concepts to discuss selected topics including interatomic forces, the free electron theory of metals, the band theory of solids,

the magnetic properties of crystals and magnetic resonance and relaxation phenomena.

Mathematics

Lecturer: R. W. P. Anderson

Twenty-five lectures on Tuesday evenings at 7:30 in Room 414, Galbraith Building, beginning October 13.

Fee: \$55.00 (Includes examination fee)

Those entering this course will be assumed to have undergraduate engineering mathematics or its equivalent. It is not intended that the classic calculus or differential equations will be covered. The course consists of: elementary linear algebra including systems of linear equations, matrix, notations and operations, inversion, vectors and transformations, leading into application in Linear Programming and eigen value problems.

The class will be limited to 50 students.

Probability Theory & Mathematical Statistics

Lecturer: D. J. Clough

Twenty-five lectures on Thursday evenings at 7:30 p.m. in Room 116 in the Galbraith Building, beginning October 15.

This course offers a systematic introduction to modern probability theory and mathematical statistics, and is intended for engineers and practitioners in operations research. It is designed to form a rigorous background for those who desire to employ probability and statistics as a working tool and who may desire a thorough course as a preliminary to undertaking advanced work in industrial engineering, operations research, or management science. Subjects to be covered include sample spaces, random variables, probability distributions, characteristic functions, Markov chains, stochastic processes, sampling and theory of estimation. Familiarity with algebra and the calculus is required.

Modern Steel Structures—Behaviour and Design Criteria

Lecturer: D. J. L. Kennedy

Twenty lectures on Tuesday evenings at 7:30 in Room 120, Galbraith Building, beginning October 13.

Fee: \$40.00

This course includes the examination of types of steel available and their significant engineering properties. There will be discussion of behaviour of members under tension, compression, flexure and combined stress, connections. Study will be made of test data and other background material leading to a critical review of current specifications. Topics include: elastic and inelastic buckling, effective column lengths, thickness of compression elements, laterally unsupported beams, beam-columns, bolted connections, fasteners under tension and shear.

The Chemistry of Organic Polymers

Lecturer: J. E. Guillet

Ten lectures on Wednesday evenings at 7:00 in Room 158, Lash Miller Building, beginning October 14. Fee: \$25.00

This course describes the chemistry of organic polymers with particular reference to their use in modern technology as plastics, coatings, and synthetic fibres. It is designed for the graduate chemist or the engineer who has some background in chemistry.

A knowledge of advanced mathematics is not required.

Principles of Alloy Heat Treatment *Course Director: G. B. Craig*

A series of ten lectures on Monday evenings at 7:30 in Room 403, Galbraith Building, beginning October 19. Fee: \$25.00

This course is designed to discuss the heat treatment of steel with particular reference to alloy steels of all kinds. The first lectures will be concerned with the fundamental principles involved, while the final lectures will be used to discuss special alloys and heat flow problems. The lectures will be given by University of Toronto staff and experts from industry.

Special Lecture Programmes

The Division of University Extension co-operates with a number of organizations and associations in the operation of educational courses. The names of these courses and respective associations are listed below:

Course	Organization
C.I.M.A. Course in Industrial Management and Administration (Beginning in October)	The Canadian Industrial Management Association
S.I.C.A., Registered Industrial Accountant's Course (Starting in October)	Society of Industrial and Cost Accountants
Banking Courses (Beginning in October)	The Canadian Bankers' Association
Computer Programming & Analysis for Engineers Mathematics Probability Theory and Mathematical Statistics An Introduction to Solid State Physics	The Association of Professional Engineers (Toronto Section)

Office Management (Beginning in September)	Administrative Management Society (Formerly National Office Management Association) (Toronto Chapter)
Instrumental Methods of Chemical Analysis (Beginning in October)	The Chemical Institute of Canada (Toronto Section)
Course in Public Administration (Beginning in September)	Civil Service Commission of Ontario.
Quality Control Through Statistical Methods (Beginning in October)	The American Society for Quality Control (Toronto Chapter)
Principles of Alloy Heat Treatment (Beginning in October)	American Society for Metals
Modern Steel Structures (Beginning in October)	Canadian Institute of Steel Construction.
Additional Professional Course	
An Introduction to Medical Statistics (Offered in co- operation with the School of Hygiene) (Beginning in September)	(Pamphlet available on request)

Services of the DIVISION OF UNIVERSITY EXTENSION

In addition to the Business and Industry courses, the Division of University Extension offers many other courses and services. Readers of this brochure are invited to ask about:

1. *General Course (Extension)* leading to the Bachelor of Arts degree.
2. *Evening Course in Business*, leading to a Certificate. Providing instruction in the basic principles of modern business, this course is designed for mature men and women in business, industry, and in the Civil Service, who are in or working toward, positions of responsibility. One or two of the six subjects may be undertaken each year. Six are required for graduation.
3. *Evening Tutorial Classes* are available for adults in the Metropolitan area of Toronto and the surrounding districts. The programme includes a wide range of subjects in the liberal arts for those who are not seeking credit. Special courses are also offered to meet the needs of professional and semi-professional groups.

4. *Correspondence Courses* are conducted for The Association of Administrative Assistants, the Canadian Association of Purchasing Agents, The Canadian Credit Institute, The Canadian Institute of Realtors, The Certified Public Accountants' Association of Ontario, the Chartered Institute of Secretaries, The Institute of Export, The Society of Industrial and Cost Accountants. The Division of University Extension is also associated with the Institute of Chartered Life Underwriters of Canada in the supervision of their C.L.U. Course.

For information on all courses, telephone 928-2393, 928-2394, 928-2395 or 928-2396.

Advanced Seminars are offered by the School of Business on:

Principles of Administration
Marketing
Production
Finance

Details may be obtained by contacting:

The Secretary,
School of Business,
University of Toronto,
Toronto 5, Ontario.
Telephone: 928-3426.

LOCATION OF CLASS ROOMS

Business and industry classes meet in the following buildings:

- Mechanical Building—East side of King's College Road, second building from corner of College Street.
- McLennan Laboratory (Physics Building)—West side, King's College Road. Immediately north of lane to University Press and just north of College Street.
- Wallberg Building—Corner of St. George and College Streets. Use west entrance.
- School of Nursing Building—West side of St. George Street at corner of Russell Street. Use Russell Street entrance.
- Galbraith Building—North of College, East of St. George.
- Engineering Building—Corner King's College Road.
- Electrical Building—Taddle Creek Rd.
- Sidney Smith Hall—St. George Street.
- Mining Building—College Street.

ST. GEORGE CAMPUS



- 67. Division of University Extension
- 1. Simcoe Hall
- 2. Convocation Hall
- 7. Galbraith Building
- 8. McLennan Laboratory
- 9. Wallberg Building
- 10. Mining Building

- 23. Hart House
- 25. University College
- 32. Sidney Smith Hall
- 35. Book Store
- 52. Benson Building
- 65. Edward Johnson Building
- 86. Teefy Hall
- 94. St. Joseph's College

UNIVERSITY OF TORONTO
UNIVERSITY EXTENSION

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Any Course may be cancelled if there is insufficient enrolment. Fee is refunded in case of cancellation of Course or applicant may apply fee to another Course if application is made for transfer. (Please see booklet for details).

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BUSINESS and INDUSTRY COURSES UNIVERSITY EXTENSION

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CARD No.

The University of Toronto issues the following calendars and other publications concerning courses of instruction given by the University, any one of which may be had on application to the Registrar of the University or to the Secretary of the Faculty, School or Institute about which information is sought.

CALENDARS AND OTHER PUBLICATIONS ISSUED BY THE UNIVERSITY OF TORONTO

ADMISSION INFORMATION—	Admission Awards Admission Circular
APPLIED SCIENCE AND ENGINEERING—	Faculty of Applied Science and Engineering Diploma Course in Operations Research
ARCHITECTURE—	School of Architecture
ARTS AND SCIENCE—	Faculty of Arts and Science Courses and Subjects in Arts and Science Diploma Course in Computing and Data Processing
BUSINESS—	School of Business—Graduate Programme in Business Administration Winter Evening Seminars
CHILD STUDY—	Institute of Child Study
DENTISTRY—	Faculty of Dentistry Courses for Graduates in Dentistry Dental Hygiene
EDUCATION—	Ontario College of Education Graduate Degrees in Education
EXTENSION—	General Course (Extension) Evening Course in Business (Leading to a Certificate) Evening Tutorial Classes Business and Industry Courses Correspondence Courses
FOOD SCIENCES—	Faculty of Food Sciences
FORESTRY—	Faculty of Forestry
GRADUATE STUDIES—	School of Graduate Studies
HYGIENE—	School of Hygiene
LAW—	Faculty of Law
LIBRARIANSHIP—	Library School
MEDICINE—	Faculty of Medicine Division of Rehabilitation Medicine Division of Postgraduate Medical Education
MUSIC—	Faculty of Music The Royal Conservatory of Music School of Music Year Book General Syllabus Pianoforte and Theory Syllabus
NURSING—	School of Nursing
PHARMACY—	Faculty of Pharmacy
PHYSICAL AND HEALTH EDUCATION—	School of Physical and Health Education
SOCIAL WORK—	School of Social Work

Enquiries about the following institutions in the University of Toronto should be addressed as follows:

York University—The Registrar, 2275 Bayview Avenue, Toronto 12.
Massey College—The Master, Massey College, University of Toronto,
Toronto 5.

